

MARKETING KITCHEN

STRATEGY THEORY





WHAT IS STRATEGY?

**“Nobody really knows
what strategy is.”**

The Economist

NO ONE SEES STRATEGY

#Pride 

Love

SAMSUNG

WHY DO WE NEED STRATEGY?

Without a strategy, we fill our time with what we want, what we think the boss wants, or by reacting...

Without a strategy, time and resources are easily wasted on piecemeal, disparate activities.

STRATEGY IS NOT:

STRAPLINES

BRAND IDEAS

RESEARCH

CREATIVE RATIONALE

PROCESS

POWERPOINT

DATA

PROPRIETRY MODELS

SUPER SMART PEOPLE

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STRAPLINES

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POWERPOINT

DATA

PROPRIETRY MODELS

SUPER SMART PEOPLE

STRATEGY IS:

FOCUS AND DIRECTION

INFORMED CHOICE

GREATER CERTAINTY

UNDERSTANDING

CONSULTATION

LOGIC

STRUCTURE

COHERENCE

PROBLEM SOLVING

TWO TYPES OF STRATEGY

FORMAL STRATEGY

(Having a strategy)

INFORMAL STRATEGY

(Being strategic)

FAST THINKERS

Instinctual, creative, automatic, emotional, stereotypic, subconscious.

See answers before they see questions.

Get to answers quickly, and will get frustrated in delays.

Opt for action over thinking, believing that doing something is better than doing nothing.

Impulsive doers who see tasks.

They can be frustrated by strategic thinkers.

They use instincts and are driven about the short-term health and sales of the brand.

SLOW THINKERS

Logical, deeper thinking, effortful, logical, calculating, conscious.

See questions before they see solutions.

Map out a range of “what if” decision trees that intersect and connect by imagining how events will play out.

Reflect and plan before they act.

Are thinkers and planners who can see connections.

Use knowledge and judgment about the long-term health and wealth of the brand.

FAST THINKERS

Instinctual, creative, automatic, stereotypic, subconscious.

See answers before they see questions.

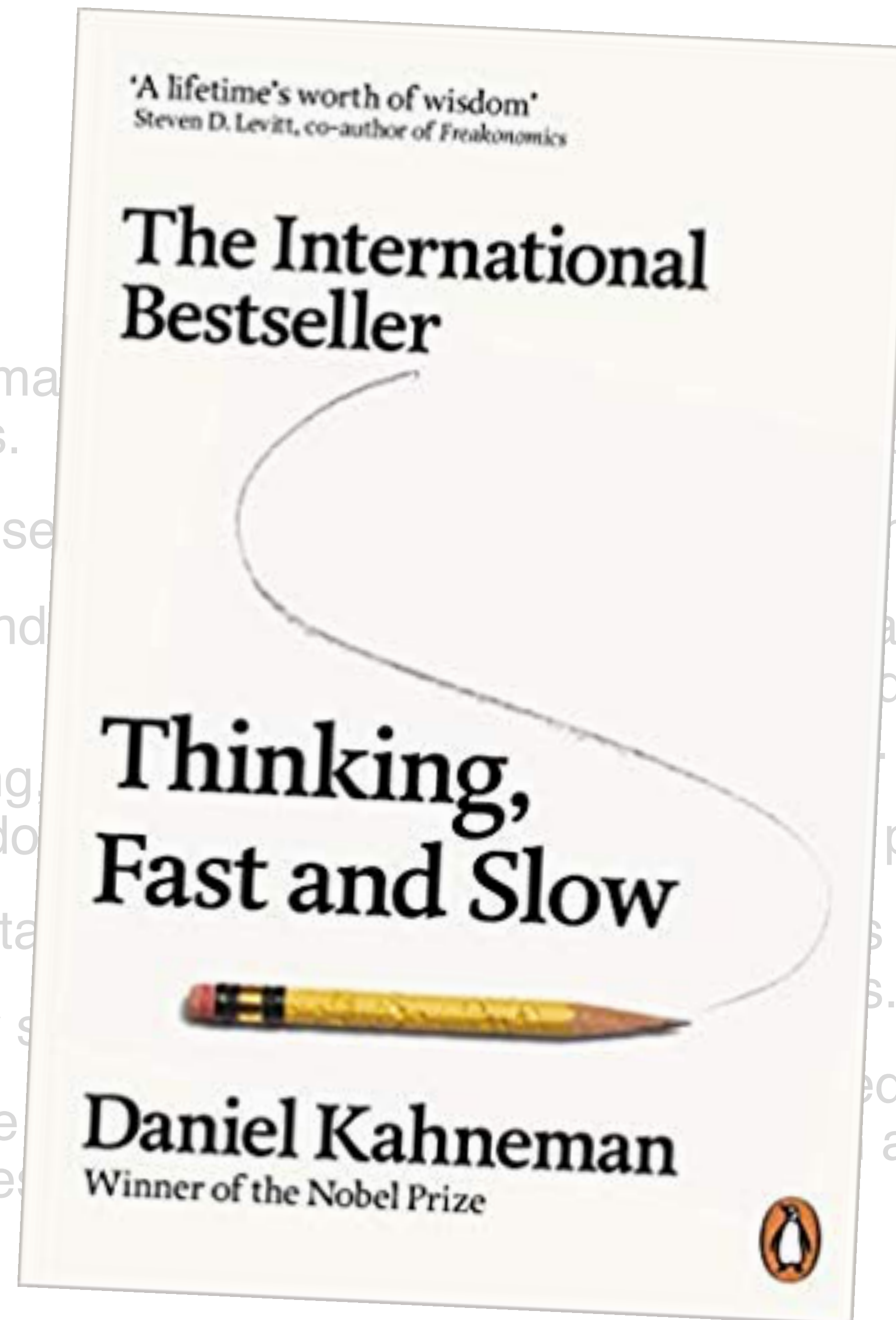
Get to answers quickly, and avoid delays.

Opt for action over thinking, something is better than doing nothing.

Impulsive doers who see tasks as a series of steps.

They can be frustrated by slow thinkers.

They use instincts and are focused on short-term health and sales.



THINKERS

Deliberate, logical, effortful, conscious.

See questions before they see solutions.

Use a wide range of "what if" decision trees that connect by imagining how events unfold.

They plan before they act.

They are doers and planners who can see the long-term consequences.

They have a deep understanding and judgment about the long-term consequences.

They are focused on the long-term health and wealth of the brand.

STRATEGY WORKS BEST WHEN PROPERLY INTEGRATED

NOT LIKE THIS....



Strategy

This diagram illustrates a lack of integration. It consists of two separate, solid rectangular blocks. The left block is yellow and contains the word 'Strategy'. The right block is black and contains the word 'Creative'. There is no overlap or connection between the two blocks.

Creative

LIKE THIS....



Strategic Thinking

This diagram illustrates proper integration. It features two overlapping, wedge-shaped blocks. The top block is yellow and tapers from left to right, containing the text 'Strategic Thinking'. The bottom block is black and tapers from right to left, containing the text 'Creative Thinking'. The two blocks overlap in the center, creating a white space that represents the integration of the two concepts.

Creative Thinking

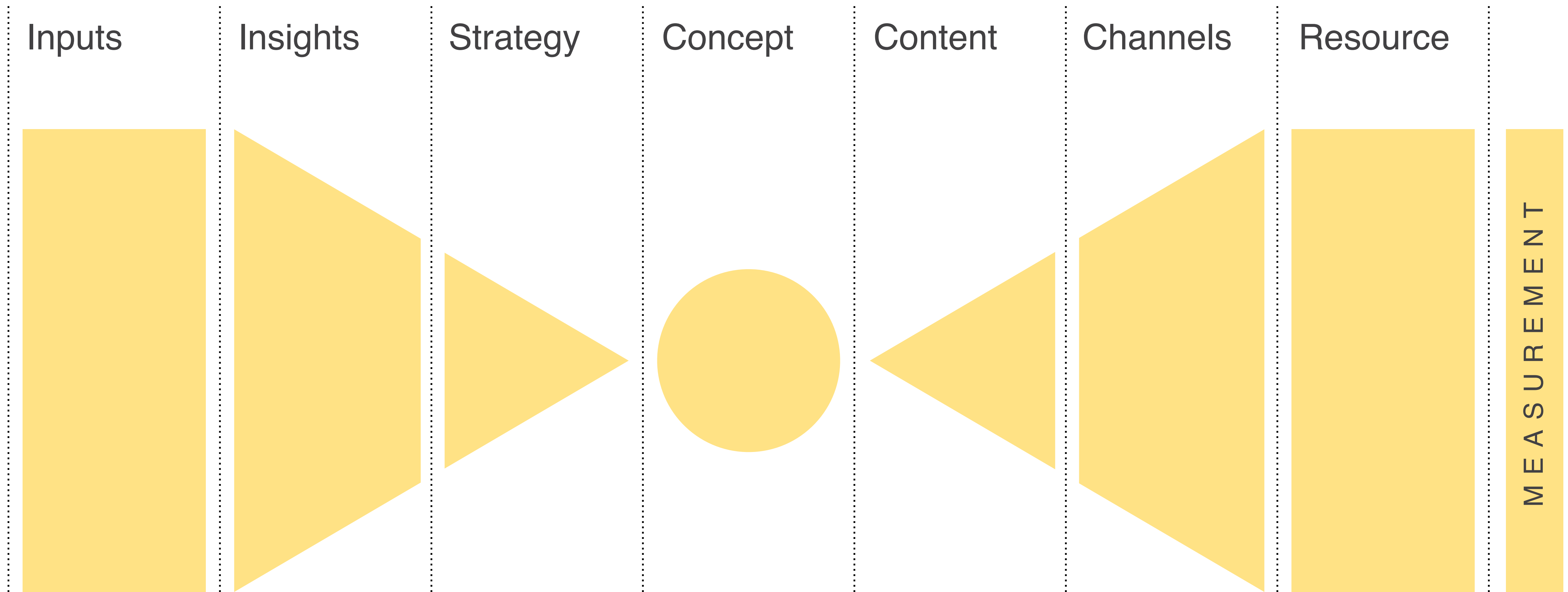
STRATEGY IS:

MAKING SMARTER CHOICES AND BETTER DECISIONS

HAVING GREATER CERTAINTY AND CONFIDENCE

FOCUS, CLARITY AND DIRECTION

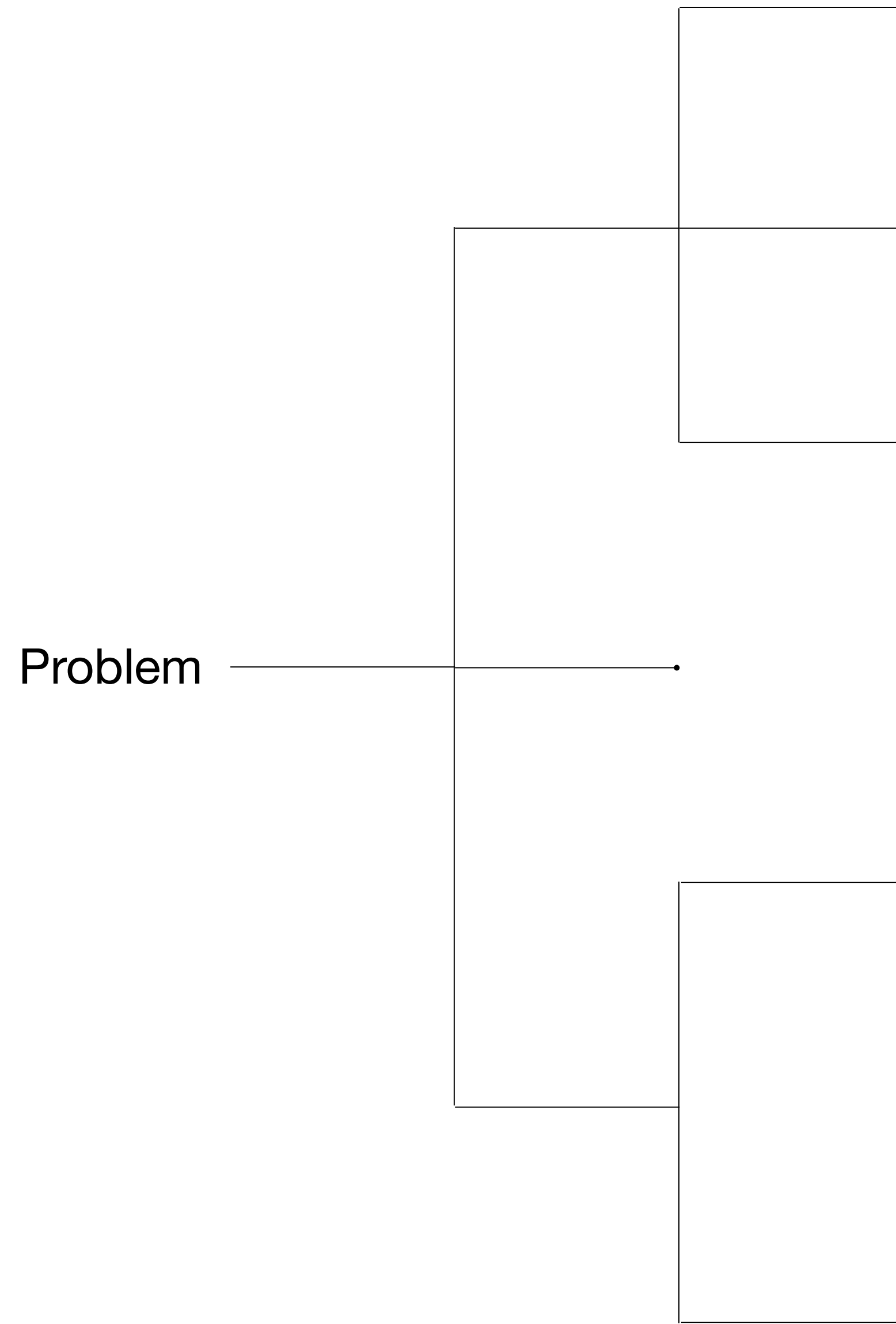
A STRATEGIC APPROACH TO CAMPAIGN DEVELOPMENT



A photograph of two vintage-style toolboxes. The foreground features a green metal toolbox with a silver latch and handle, showing signs of wear and discoloration. Behind it is a red toolbox, also with a silver latch. The background is a plain, light-colored surface.

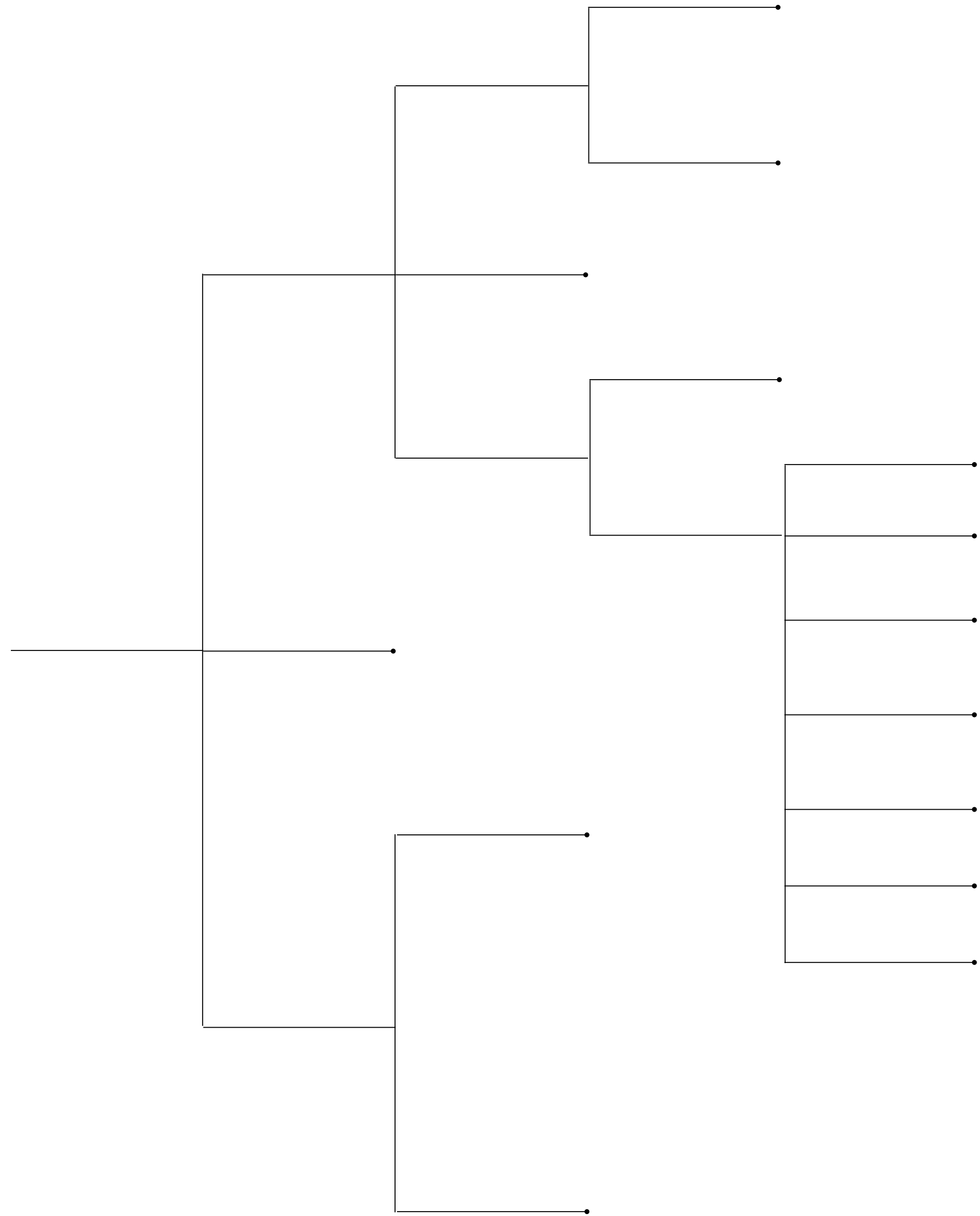
TOOLS AND TIPS

TAXONOMY

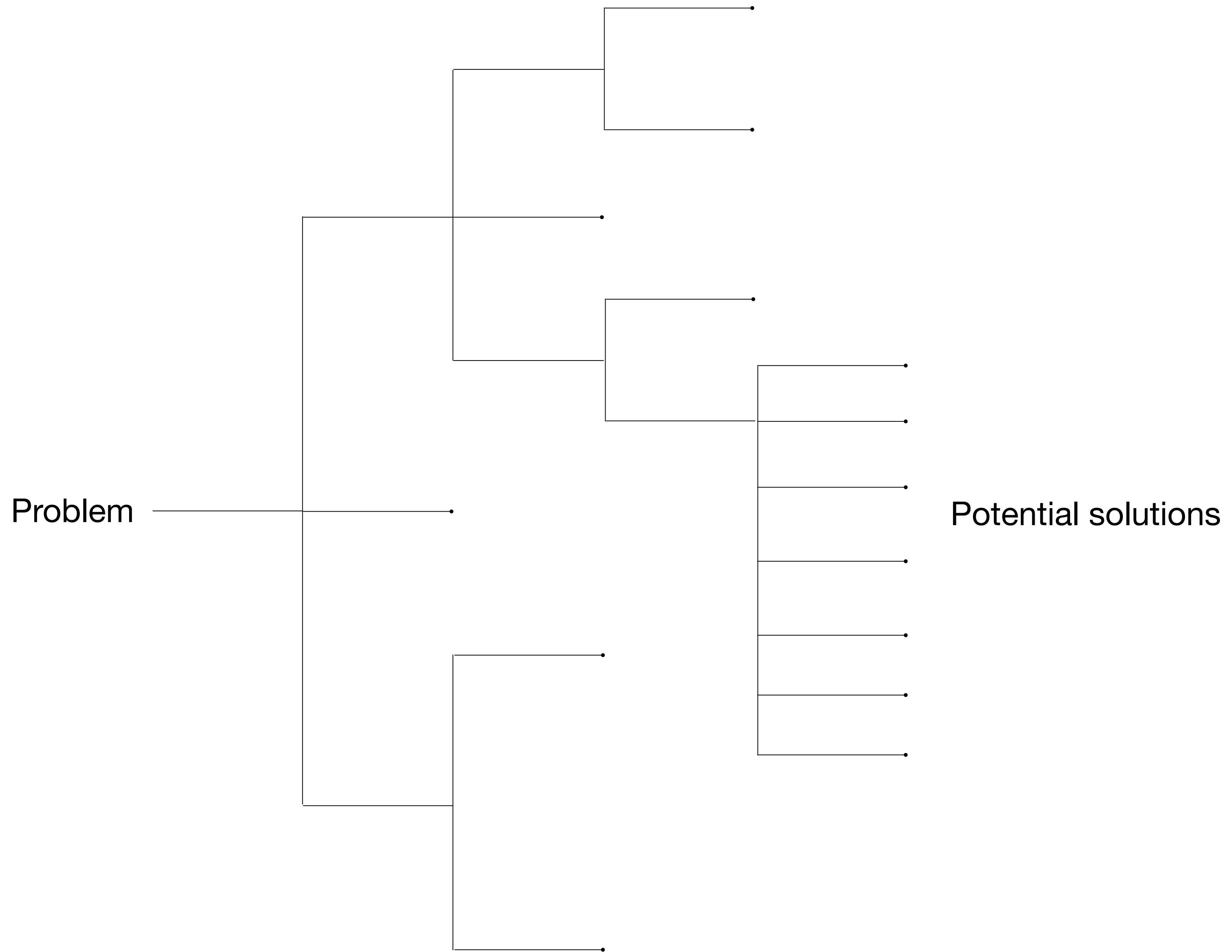


TAXONOMY

Problem



TAXONOMY



ANALOGIES

Learn from others who've successfully tackled the same challenge.

grey?
 gorgeous?
Why can't more women feel glad to be grey? Join the beauty debate.
campaignforrealbeauty.co.uk | Dove

withered?
 wonderful?
campaignforrealbeauty.ca | Dove

fat?
 fit?
Does true beauty only squeeze into size 8? Join the beauty debate.
campaignforrealbeauty.co.uk | Dove

flawed?
 flawless?
Is beautiful skin only ever spotless? Join the beauty debate.
campaignforrealbeauty.co.uk | Dove

Here's to the *crazy ones.*

The misfits.

The rebels.
The troublemakers.

The round pegs in the square holes.
The ones who see things *differently*.
They're not fond of rules.

You can *quote* them,
disagree with them,
glorify or *vilify* them.

Because they *change* things.
They push the human race *forward*.

And while some may see them
as the crazy ones, *we see genius.*

Because the people who are *crazy enough*
to think they can *change* the world,
are the ones who do.

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Lemon.

Think small.

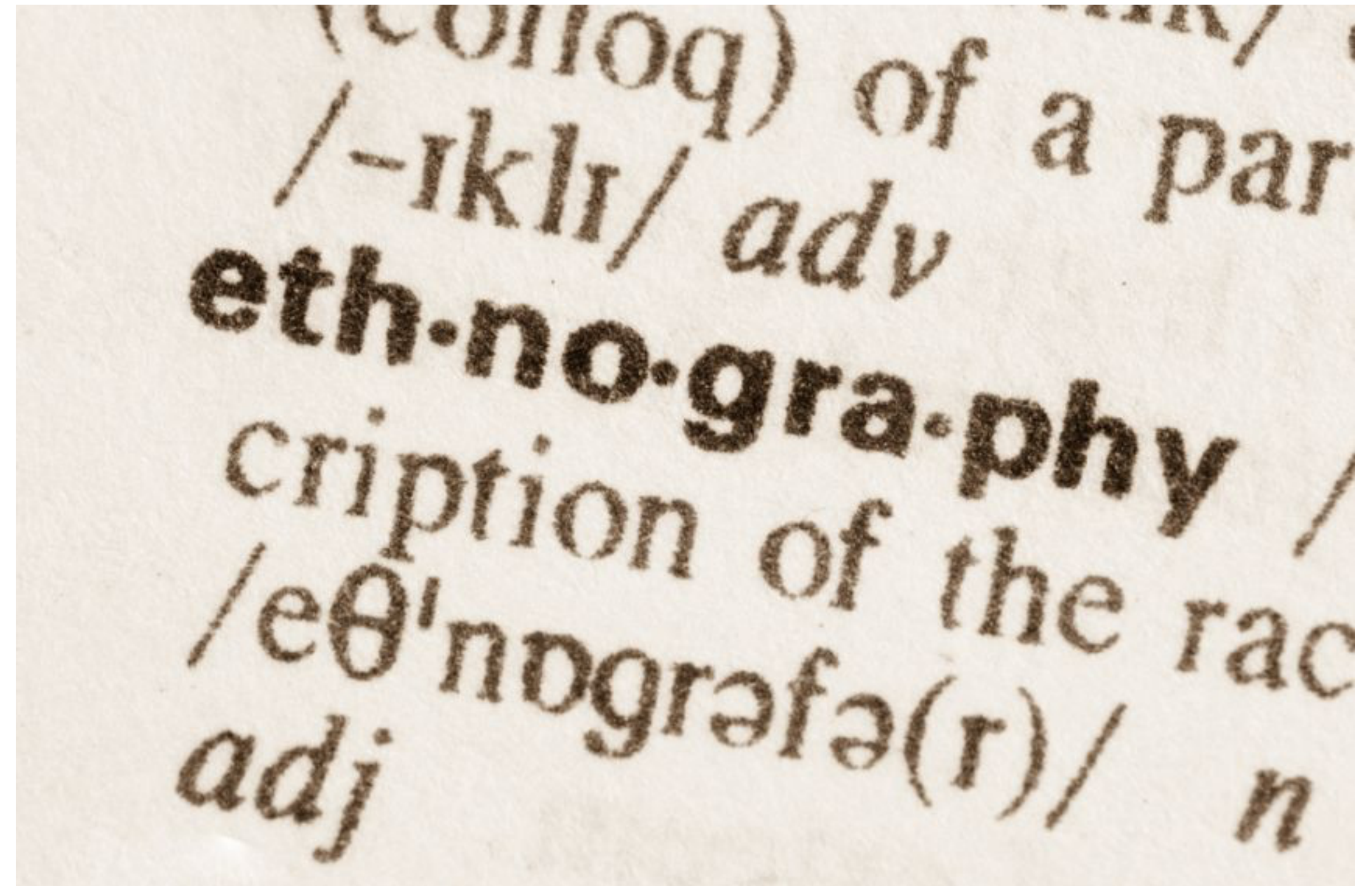
The Volkswagen Beetle is a small car with a big personality. It's the only car that's been around for over 60 years and still going strong. It's the only car that's been in the Guinness Book of Records for being the most popular car in the world. It's the only car that's been named 'Car of the Year' by the Motor Press Club of America. It's the only car that's been named 'Car of the Year' by the Motor Press Club of America. It's the only car that's been named 'Car of the Year' by the Motor Press Club of America.

THE VOICE OF THE CUSTOMER

Inspiration as well as qualification.

The why is more important than the what.

Quality over quantity.



THE RULE OF THREE



OPTION 01

Rationale
Implications
Pro's and cons



OPTION 02

Rationale
Implications
Pro's and cons



OPTION 03

Rationale
Implications
Pro's and cons

SPECTRUM



CONSERVATIVE

ADVENTUROUS

SPECTRUM



CONSERVATIVE

ADVENTUROUS



INCLUSIVE

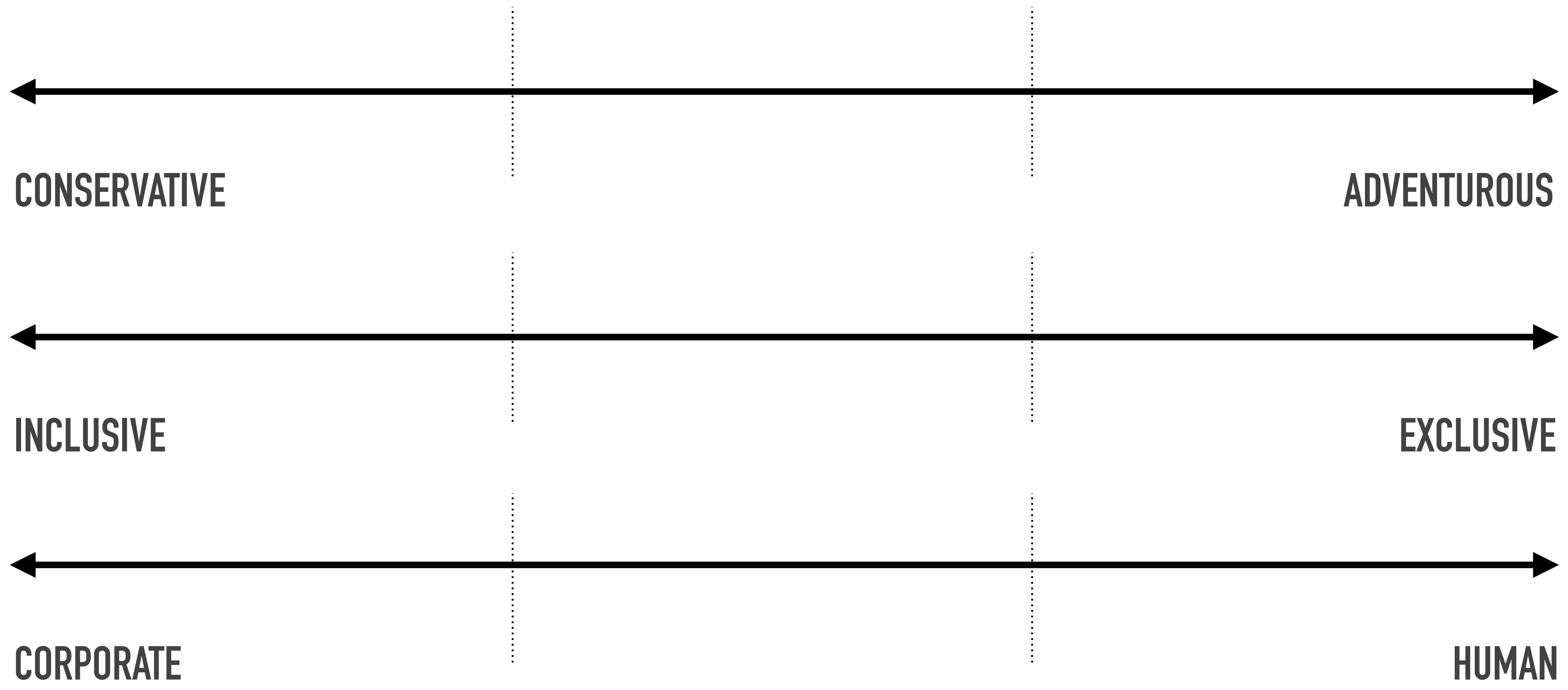
EXCLUSIVE



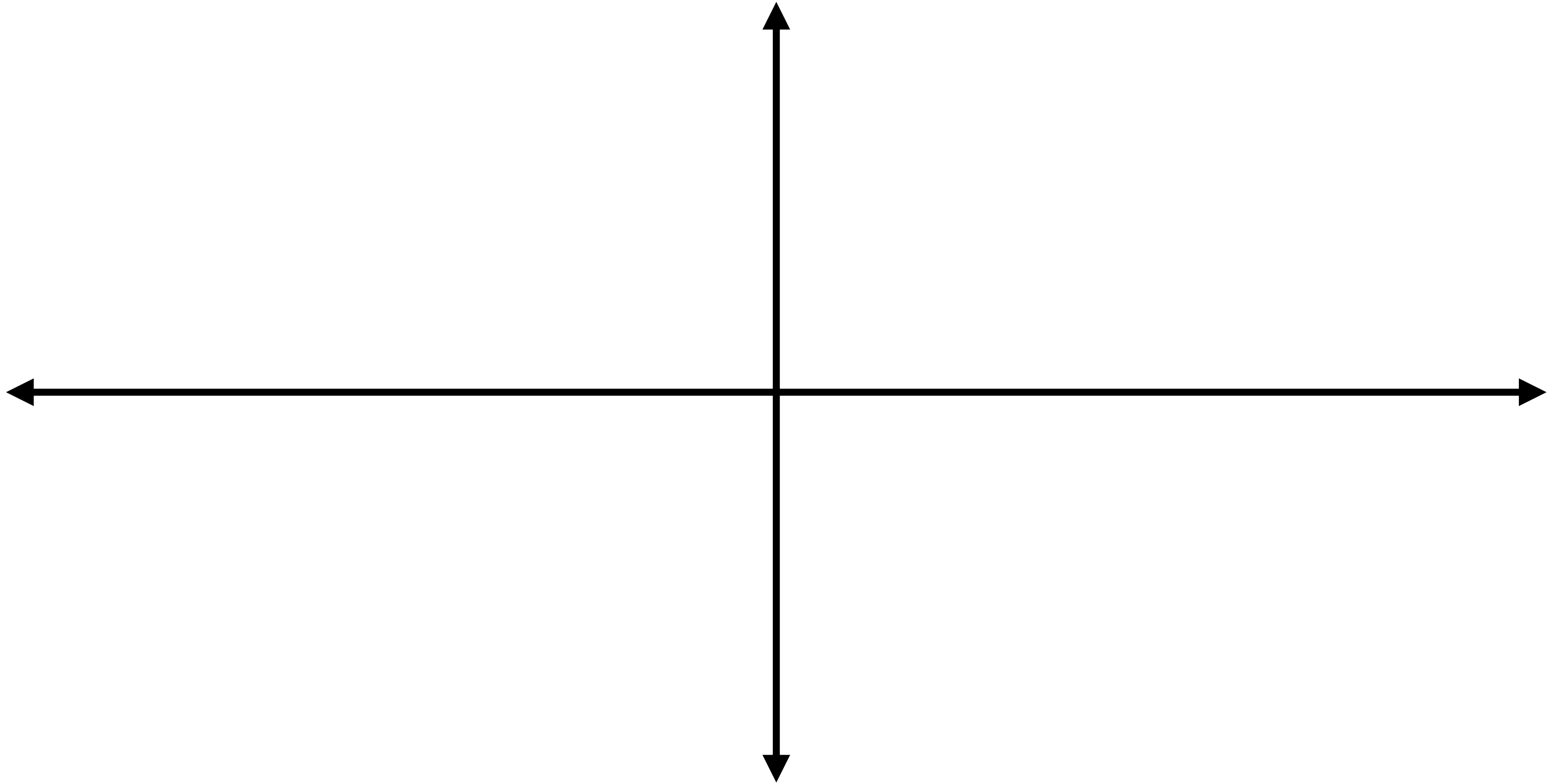
CORPORATE

HUMAN

SPECTRUM



AXIS



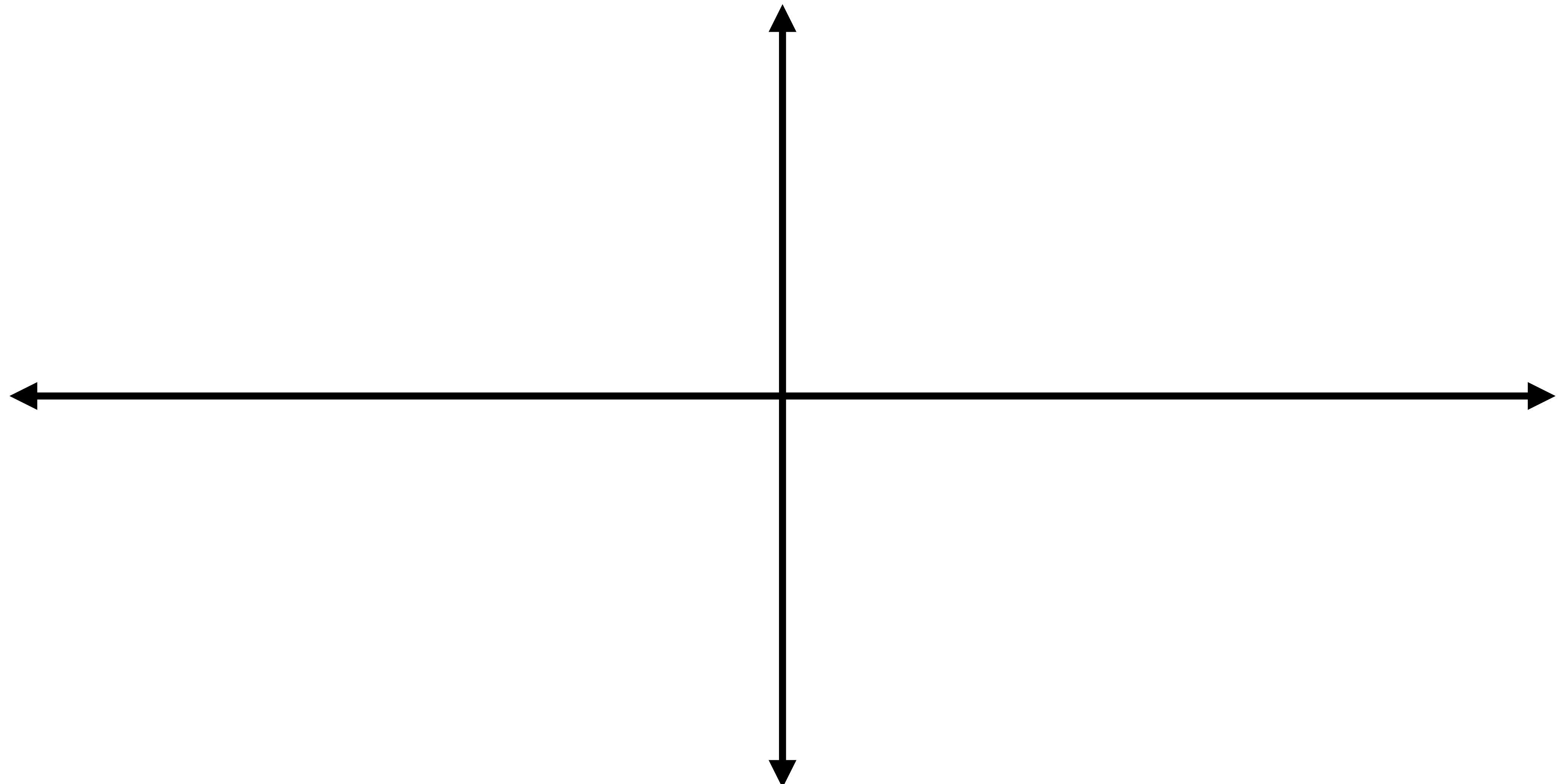
AXIS

FEATURES

PRODUCT

PEOPLE

BENEFITS

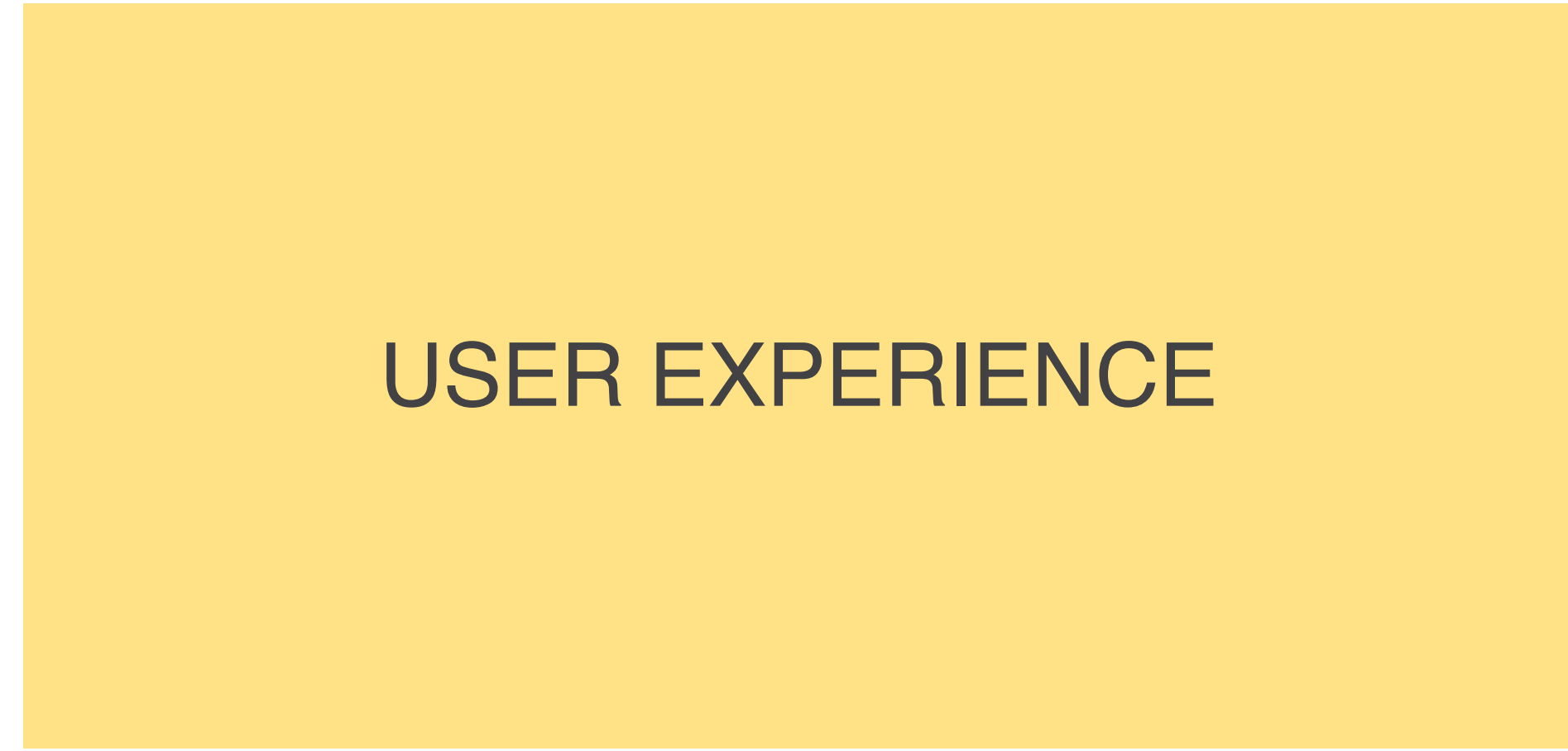


AXIS

FEATURES



INNOVATION

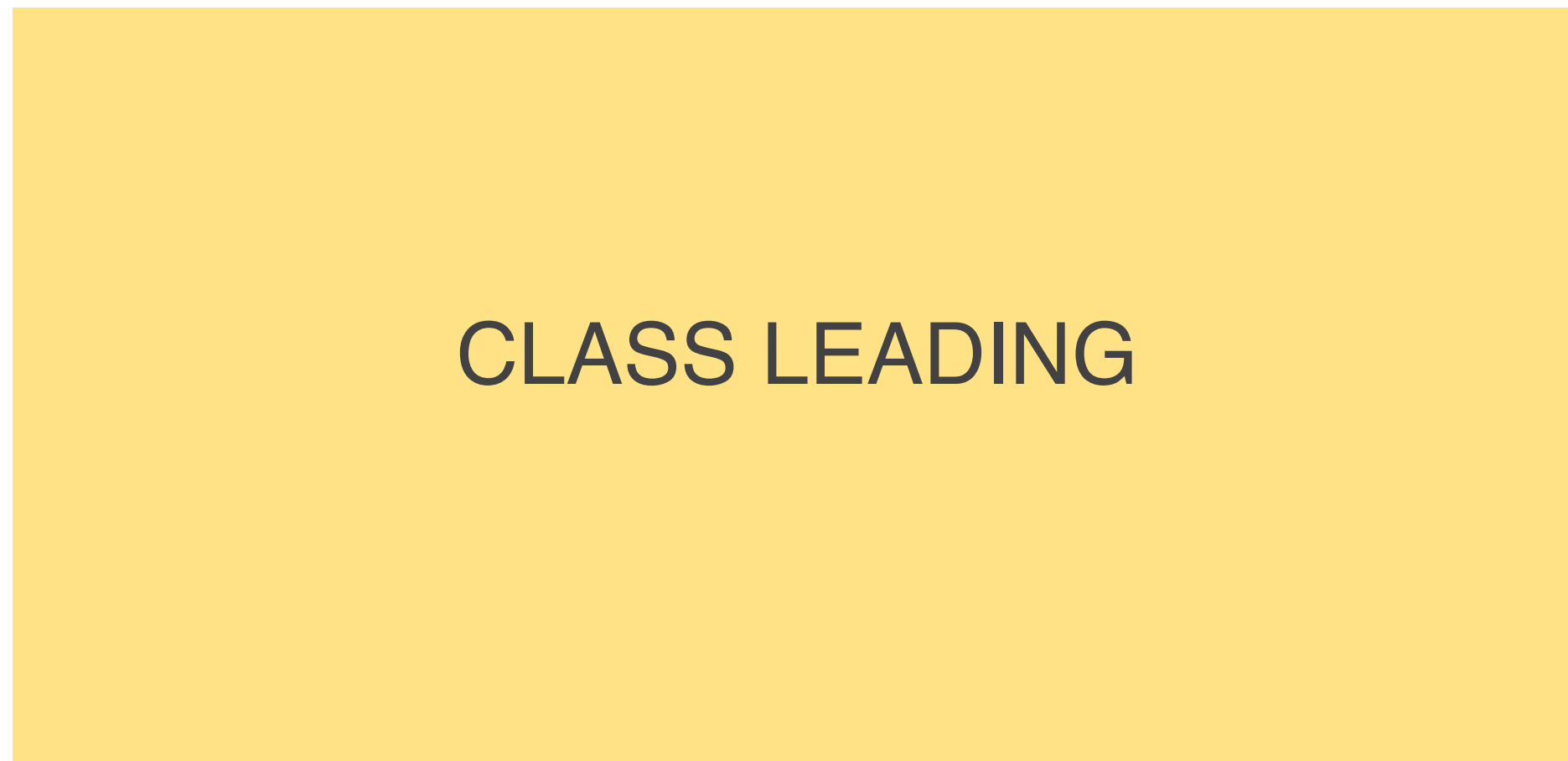


USER EXPERIENCE

PRODUCT



PEOPLE



CLASS LEADING



PROPOSITION

BENEFITS



IN SUMMARY

Strategy is a way of thinking rather than discipline or process.

It's about making smarter decisions and being able to articulate why.

There is no right and wrong way to be strategic. Everyone can think and work more strategically.

We can use tools to help us think in a more strategic ways.

MARKETING KITCHEN

Prepared by AB for Caterpillar
All content is confidential and not to be shared.
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